

Corporate Plan 2025 – Deliverables Progress Report

Core Regulatory Objectives

Activity	% total PCF allocated to activity	PCF actual £	Deliverables and Key milestones	RAG and Progress comment
Education standards: keeping the standards for authorisation under review, accrediting training providers, acting as External Quality Assurer for the Chartered Legal Executive apprenticeship, annual review of accredited providers and exemptions	1.7% of CRL share of PCF (or 1% of total PCF)	£28,440 <i>Other income from accreditation fees and EQA of CLE Apprenticeship</i> £8,481	<ul style="list-style-type: none"> Review of Advocacy Qualification Scheme. Introduction and delivery of internal and external Quality Assurance strategy. Full review of the new education standards. Review of ACCA and CPS delivery and assessment materials. Implementation of Advocacy training and assessment in collaboration with CILEX Law School. 	Review of CPS delivery and assessment materials impacted by lack of response from CPS
Authorisation: authorising individuals and firms as authorised persons (includes assessment of qualifying employment, competence for admission and oversight by committees.)	6.3% of CRL share of PCF (or 3.5% of total PCF)	£104,436 <i>Other income from application fees</i> £268,776	<ul style="list-style-type: none"> Process the Qualifying Experience and Work Based Learning authorisation applications in line with agreed KPIs. Complete the review of: <ul style="list-style-type: none"> the Practitioner Authorisation and Supervision (PAS) Manual application forms, and applicant facing website content. 	Development of applicant portal in response to Mazur Standalone litigation practice rights hub established. PAS Team training
Supervision: ensuring competence of individuals through CPD activity monitoring and firm supervision via annual returns and visits.	5.3% of CRL share of PCF (or 3% of total PCF)	£87,457 <i>Other income from renewal fees</i> £53,218	<ul style="list-style-type: none"> Design and implementation of 2024/2025 CPD sampling strategy including randomly selected members, non-compliant CPD members and those CILEX practitioners scoring 17 or above in the Risk Matrix. Further development of the Risk Matrix and its potential. Implementation and compliance monitoring of new transparency requirements for ACCA Probate entities and CRL entities Review risk assessment of CRL Firms based on annual returns submitted by CRL entities in 2024 AML compliance: <ul style="list-style-type: none"> Preparation for the OPBAS inspection Risk assess AML Statements submitted by CRL AML supervised firms Update AML Sectoral risk assessment to ensure it aligns with the National Risk Assessment 2025 AML Supervision Report 	OPBAS inspection report received and action plan drafted. AML 2024-25 Supervision Report published Sectoral Risk Assessment, AML strategy and AML succession policy considered at October 2025 SRC meeting.

<p>Enforcement: includes review of the annual prior conduct declarations and investigations of misconduct together with oversight from enforcement panels.</p>	<p>24.8% of CRL share of PCF (or 15% of total PCF)</p> <p><i>Other income from enforcement action</i> £13,000</p>	<ul style="list-style-type: none"> • Hold at least five hearing days in 2025. • Continue process improvements to reduce the overall case load and the length of time to conclude cases. • Recruit, induct and train new roles. • Confirm revised KPIs and develop a performance monitoring dashboard for misconduct cases. • Develop and implement revised practice guidance. 	<ul style="list-style-type: none"> • Two DTs scheduled in January. One adjourned following an application made by the respondent. • Panel Member training held in June • X2 Investigations Officers - 1 made permanent. • Recruitment of additional Investigation Officer and Regulatory Support Lead • RAG rating reflects overall case load and performance against performance measures.
<p>Business planning, risk management and compliance includes engagement and communications, Board meetings and preparation, risk and performance management, strategy and business planning, stakeholder engagement and compliance activities.</p>	<p>10.81% of CRL share of PCF (or 6.5% of total PCF)</p>	<ul style="list-style-type: none"> • Respond to consultations including LSB and LEO annual business plans • LSB Regulatory Performance information request • Board self-evaluation and effectiveness • Lay Board member recruitment • Implemented the extended remit of the Strategic Risk Committee to consider CRL's risk appetite statement and strategic risk register. • Continue to improve the accessibility of CRL's website • Survey preparation and EDI data collection and analysis • Corporate complaints reporting 	<ul style="list-style-type: none"> • Responded to LSB and LEO Business plan consultations • Board effectiveness self-evaluation completed • External Board Effectiveness review completed and action plan presented to December Board • Extended ToR for SRC agreed. • SRC met on 5 March and reviewed risk management and reporting arrangements including risk appetite statement.. • 2025 RPA action plan approved by Board • Biennial diversity data report prepared for publication.
<p>General management: HR (including 3rd party provider). Finance activities including calculation of the practising certificate fee., professional fees not covered in other activities, expenses, networking, CRM development and business support and wellbeing</p>	<p>15.1% of CRL share of PCF (or 9% of total PCF)</p>	<ul style="list-style-type: none"> • Pay and grading review. • Develop a contracts database and ensure all contracts are reviewed to ensure they provide Value for Money. • Preparation for 2026 budget, PCF and Compensation Applications. • Review Shared Service level agreement. • Evaluate suitability of current HR provision. • Implementation of 2024 Staff survey action plan. 	<ul style="list-style-type: none"> • Pay and grading review paper approved at Feb Board. Implemented on 1 April. • 2025 objective setting and appraisals complete • Review of 2025 PCF application feedback. • 2026 PCF consultation complete and application submitted to the LSB. • Compensation Fund exemption application submitted to LSB • Rollout of revised sickness and absence reporting policy. • Updated Employee handbook to be rolled out in early 2026, including review of HR policies in progress.
	<p>64.1% of CRL share of PCF (or 38% of total PCF)</p>	<p>£1,059,161</p>	

Strategic Objectives

	Strategic Objective	% total PCF allocated to activity	PCF actual £	Deliverables and Key milestones	RAG and Progress comment
1.	Standards and public trust	6.1% of CRL share of PCF (or 5% of total PCF)	£133,994	<ul style="list-style-type: none"> Follow up the outputs of the IRN research on unregulated legal providers and hold a roundtable with key stakeholders including the Legal Services Board and Legal Services Consumer Panel. Engage with the policy outputs from the LSB's Professionalism, Ethics and the Rule of Law (PERL) work. Develop an action plan to implement the outcomes of CRL's own review of enforcement practice and the LSB's thematic review. Enable the development of innovative approaches to service in legal regulation through the adoption of new technology including AI. Engagement through Innovation and Tech LSB Group, comms with regulated community on AI, access to justice, supporting entities. Complete a lessons learnt review from the LSB's report into the SRA's handling of Axiom Ince and SSB. 	<ul style="list-style-type: none"> Unregulated legal providers research roundtable held on 26 February. Follow up comms including press coverage. Axiom Ince 'lessons learnt' action plan approved at February Board. Learning from SSB to be reflected in the action plan Engagement with LSB Technology and Innovation Forum. Attendance at Lawtech conference on 12 March and LSB AI stakeholder event on 16 Sept Responded to LSB PERL consultation. Policy Research Officer started in July. Information Analyst due to start in late November.
2.	Access to justice and consumer empowerment	6.1% of CRL share of PCF (or 5% of total PCF)	£133,994 (including the contribution to Legal Choices)	<ul style="list-style-type: none"> Undertake a gap analysis against the LSB's Statement of Policy on First tier complaints. Continue to contribute to the development of Legal Choices including refreshing CRL's content. Continue to input as a project member of the development of the Regulatory Information Service (RIS) as it moves into the design and delivery phase in 2025, with a Beta version being available in the Spring. This includes provision of CRL data. Continue to work with the BSB, CLC and ICAEW on research into digitally excluded consumers of digital services. Advance CRL's work on increasing consumer information including the RIS project and collaborating with other regulators on standardising information and Digital Comparison Tools (DCTs). 	<ul style="list-style-type: none"> LEO First tier complaints handling webinar on 4 February. FTCH – regulators forum on 26 March Gap analysis informed FTCH rule change consultation. FTCH rule change application submitted to the LSB and waiting approval Consumer focussed regulation self assessment in May RIS moving to public beta testing phase Digital exclusion research ready for publication.
3.	Independence and sustainability	6.1% of CRL share of PCF	£133,994	<ul style="list-style-type: none"> Contribute to the LSB's review of the Internal Governance Rules (IGRs) and any wider review of the operation of the Legal Services Act 2007. 	<ul style="list-style-type: none"> LSB confirmed IGR review is paused.. AML Officer in post. 2025 Corporate Plan published

		(or 5% of total PCF)		<ul style="list-style-type: none"> Develop an updated People Strategy which includes capacity and capability requirements in order to invest in those areas of operation which are most important to consumers, the regulated community and regulated entities. Continue to engage with, and, where appropriate, challenge CILEX's proposals to redelegate regulation to the SRA where we believe it is necessary and in the public interest. This includes any transitional arrangements to ensure continuity of regulation. Publish a Corporate and Social Responsibility Policy and associated actions. Development an investment policy depending on the transfer of contingent reserves from CILEX. 	<ul style="list-style-type: none"> Ongoing engagement with CRL's legal advisers to crystallise the legal position on CILEX's redelegation proposals. Initial dialogue with CILEX on alternatives to their redelegation proposals. This has been paused due to Mazur focus. Resources strategy approved at February Board. Development of CSR policy has been deferred due to capacity. Transfer of contingent reserves from CILEX remains outstanding therefore investment policy work has been deferred.
4.	Authoritative, inclusive and capable organisation	6.1% of CRL share of PCF (or 5% of total PCF)	£133,944 (including research budget)	<ul style="list-style-type: none"> Publish CRL's biennial Diversity Data report. Working with the Bridge Group, utilise data collected to analyse the progression of the CRL regulated community within the legal profession and identify actions to improve progression. Develop an action plan in response to the <i>Beyond Buzzwords</i> research Commission further research into the unregulated legal services market, following outputs from the planned roundtable event. Embed CRL's new corporate values into appraisals and personal development plans. 	<ul style="list-style-type: none"> Data collection categories required to help monitor career progression have been identified in collaboration with the Bridge Group to progress diversity research. Draft EDI strategy considered at May Board. CILEX in attendance. Final draft approved at Sept Board. Publication scheduled in early December with diversity data report. Embedding values session at June All staff away day.
	Total	24.4% of CRL share of PCF (or 20% of total PCF)	£401,983		